

25 July 1952

MEMORANDUM TO: Deputy Director (Administration)
FROM: Chief, Administrative Staff (Special)
SUBJECT: Delegation of Authority

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Problem:

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To provide within Agency regulations a simple unambiguous statement of the fundamentals of the delegation and exercise of authority.

Facts:

1. The present situation wherein there is no statement of Agency principles of delegation tends to condone actions of questionable legality as well as permit improper authorizations and/or certifications or approvals of the expenditure of funds.
2. Informal, oral agreements are substituted for the written evidence basic to good business practice.
3. Records necessary for consistent, continued Agency action become sterile through the lack of proper evidence of actions taken, and administrative policies tend to become correspondingly disordered and attenuated.
4. There have been instances where actions taken by a principal have been countermanded or superseded by a deputy acting in the absence of the principal. Under current regulations there is no formal method or mechanic for establishing the validity of such actions because principles and procedures for the delegation of authority have not been adequately set forth.
5. Improper delegation of authority has caused difficulty in the procurement of real estate [REDACTED]
6. Improper delegation of authority has caused payment of claims on authorizations which have later been determined to have been invalid, and repayment to the Agency has been necessary.
7. Several Units in the Agency, notably the Finance Division and the CCC, have suggested that there is a need for established principles governing the proper delegation and exercise of authority.

Conclusions:

1. The Agency needs a simple statement of principles governing the delegation and exercise of authority in Agency regulations.
2. There should be supporting explanatory and procedural material in the form of a CIA notice.

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Recommendations:

1. The attached proposal for a CIA regulation should be published over the signature of the DCI in [REDACTED] of the CIA manual.
2. The attached proposal for a CIA notice expanding and explaining the regulation should be published over the signature of the DD/A.
3. The attached proposal for a CIA notice should be re-issued at regular intervals to ensure that all personnel concerned are kept aware of these principles. After experience in using these materials, the notice might be modified and incorporated in the regulation.

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[REDACTED] Chief
Administrative Staff (Special)

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